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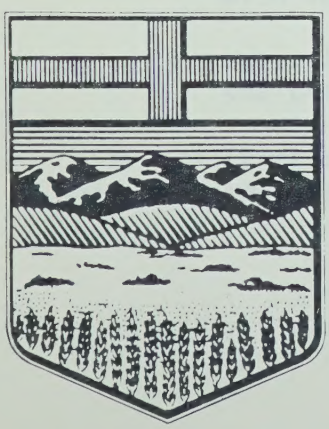
ANNUAL REPORT



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THE GOVERNMENT OF THE PROVINCE OF ALBERTA
PUBLIC SERVICE COMMISSIONER

ADDRESS ALL COMMUNICATIONS TO:
THE PUBLIC SERVICE COMMISSIONER
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The Honourable A. O. Aalborg,
Minister for Personnel Administration.

Honourable Sir:

I have the honour to submit herewith my report for the year ended December 31st, 1967.

Some of the highlights of the year were:

- a successful recruiting campaign in the United Kingdom to obtain staff in occupational areas of acute shortage
- introduction of more thorough and sophisticated procedures for the collection and analysis of pay data
- the graduation of our first class under the Technical Bursary Program, and their appointment to the public service
- decentralization of attendance recording and the application of the attendance and leave regulations to departments
- introduction of a student work experience program in co-operation with the Edmonton Public School Board
- extension of supervisory training courses to employees outside the Edmonton area, in particular the Public Health Institutions

These and other developments in the personnel program are outlined and reviewed more fully in this report.

Respectfully Submitted,

K. J. Robertson

PUBLIC SERVICE COMMISSIONER

DECENTRALIZATION OF THE PERSONNEL PROGRAM

The change in emphasis referred to in our previous reports, gained momentum during 1967. During the year we met with each deputy minister and most of their branch heads to solicit their views on our current personnel program. Despite the problems which a central control program inevitably engenders, we found that a high percentage of departmental management did not wish to lose the uniformity of the present system. In addition there is now a better understanding of the need for such functions as position classification and centralized pay determination, together with an appreciation of such service functions as recruitment and training.

One tangible move was the decentralization of time recording. Attendance records for all employees are now kept within the departments and administration of the relevant regulations is carried out by the department personnel officers. Spot audits conducted by our staff indicate that the system is working well.

OVERSEAS RECRUITMENT

1967 was characterized by an extreme shortage of qualified personnel which was most pronounced in areas of professional specialization. In view of the number of vacancies existing at the end of 1966, and the vacancies anticipated in 1967, a recruitment campaign to the United Kingdom was approved. The program was very successful and resulted in twenty-seven appointments to staff in various departments. We were successful in many critical areas, i.e. a Head Curator of Natural History for the Provincial Museum, one of two Head Curator positions which we have sought to fill since August 1963; Instructors in Plastics Technology, Computer Science and Planning Technology, in the latter case the planning course was deferred in 1967 due to the lack of qualified staff. Significant numbers of appointments were also made in the health, engineering and architectural fields.

Despite rising costs of advertising, travel, etc., the cost per recruit was the same as for the 1965 program.

Number of applications	583
Number of offers made	42
Number of appointments	27
Cost per appointment	$1,255.87

The cost per appointment compares very favourably with figures quoted by some private employers, and is less than the cost quoted by consulting companies.

UNIVERSITY RECRUITMENT

The necessity of recruiting "further afield" as indicated in the above program was reflected in a number of other program areas. Particularly significant was the extension of the University Recruitment Program to include two schools in the Maritimes, one in Ontario, and one in Montana. Competition for university graduates was extremely keen and in a number of professional areas there was an average of 5 employment offers for each graduate at the University of Alberta.

Number of universities visited	9
Number of students interviewed	619
Number offered employment	234
Number of appointments	110

HIGH SCHOOL RECRUITING

Through a comprehensive campaign at seven High Schools we were able to recruit 128 secretarial students.

An exciting development in our relationships with High School was the introduction of a work experience program in co-operation with the Edmonton Public School Board. The objectives of the program were to provide the student with a meaningful work experience and the chance to apply theoretical training, and also provide the government with the opportunity to assess the students' progress and suitability for possible future employment. Five students participated in the program - two were assigned to the Personnel Administration Office, one to Health, one to Attorney General, and one to Education. Students worked for one month on a half day basis and were paid from Personnel Administration Office funds at rates stipulated by the Department of Labour. Response to the program was very enthusiastic and this program will undoubtedly serve as a forerunner of a comprehensive program for vocational students graduating in the secretarial services area. In view of the fact that each year during May and June we usually have over 100 clerical and junior secretarial positions open for appointment, this program will assist us in accommodating work loads during a period when few qualified applicants are available, and will at the same time assist us in selecting students on the basis of a known work performance, prior to the date of graduation.

CLASSIFICATION

The Government's decision to provide new services, such as the Alberta Health Plan, plus the need to extend and increase existing services in such areas as Health and Education, resulted in the creation of many new positions in the year 1967. Since the classification division is responsible for reviewing each new position and for allocating the position within the Classification plan, this area of work has assumed major importance.

Advancing technology continues to change and improve the manner and means through which our employees serve the public, and organizations are constantly under review as management strives to streamline procedures and improve communication. Thus the duties and responsibilities assigned to individual positions are altered, and the changes that occur in positions at all levels must be assessed to ensure that the classification continues to reflect the responsibilities assigned to all positions.

The rate of growth and the rate of change are two of the major factors which have resulted in a high rate of activity being sustained in the Classification Division throughout 1967. We would consider that during this period, our resources were more heavily taxed than we would prefer. The pace set in 1967 cannot be maintained indefinitely; more time must be provided for program planning and re-appraisal of our activities in order that we may determine how well the plan is serving the organization. We also have an obligation to keep abreast of the latest techniques and practice in vogue within the sphere of job evaluation.

Several classification resurveys were completed during the year, most notable perhaps was the conclusion of the clerical series review involving some 3,200 positions. In addition to the clerical review several smaller surveys were conducted affecting approximately 400 positions, primarily among technical occupations.

Increasingly, senior department officials are discovering the value of consulting this office prior to implementing new work methods or organization. Thus we are able to make an appraisal of proposed changes from a classification point of view. Past experience has shown that, in the absence of such consultation, management may make commitments to its employees which cannot be accommodated under the classification plan.

The lack of progress in planning and implementing a step-up in our public relations program was of concern to us. The need to educate and inform employees at all levels of the aims and basic workings of the classification plan remains of prime importance. Due to the volume of work and, perhaps more significantly, the necessity to deal quickly with emergency situations, we were unable to do the amount of travelling planned or to produce a brochure on this subject for all employees.

CREATIONS		
No. of permanent positions created	2011	
No. of temporary positions created	540	
Total positions created		2551
ABOLISHMENTS		
No. of positions abolished		191
REVIEWS		
No. of positions re-classified	497	
No. or positions unchanged	344	
Total positions reviewed		841
RESURVEYS		
No. of positions re-allocated	1477	
No. of positions unchanged	3025	
Total positions resurveyed		4502
APPEALS		
Appeals granted	1	
Appeals refused	17	
		18
CLASSIFICATION PLAN CHANGES		
Number of classes created	57	
Number of classes abolished	19	

EMPLOYEE RELATIONS

While little apparent progress was made towards a full collective agreement during 1967, discussions have been continued throughout the year and advances were made which will hasten the signing of a full agreement. Much of the delay stems from the lack of prior experience in this area. The extension of bargaining rights to public employees is a comparatively new situation and one in which the Government must move with caution in view of its responsibility to protect the public interest.

The Civil Service Association formally requested that the Government install a form of the Rand Formula whereby all members of the bargaining unit, who did not wish to become members of the Civil Service Association, would be assessed a service fee. The Government declined to pursue the proposal further due to their opposition to the compulsory aspect of the service fee; their awareness of the considerable resistance to such a measure in certain areas of the service and their consideration of prevalent practice in other government jurisdictions. It was also noted that the Rand Formula was developed for homogeneous bargaining units and the same reasons do not pertain to a large and varied unit such as the public service.

NEGOTIATIONS - 1967-68 AGREEMENT

Negotiations on a new agreement began in September and were concluded at the end of the year. The new agreement runs from October 1st, 1967 to December 31st, 1968. In addition to adjustments to the Official Pay Plan the agreement also represented a major extension in employee benefits, an area in which government was falling behind private employers.

Main features of the new agreement are:

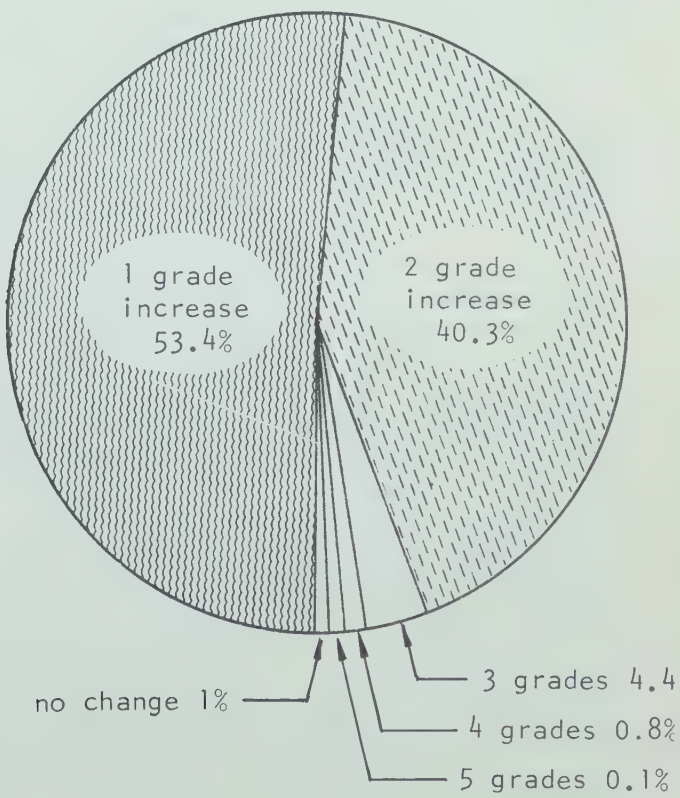
- a voluntary group life insurance plan which the government will sponsor and participate in;
- addition of 27 classes to the list of classes for which overtime may be paid;
- revision of the Official Pay Plan for an average overall increase of 6.9%.

Average Monthly Salary (Sept. 1967) = $434

Average Monthly Salary (Oct. 1967) = $465

1 grade = approx. 4½% increase

DISTRIBUTION OF INCREASES



INTERIM WAGE AND SALARY SURVEY

Groundwork for the development of pay recommendations for collective bargaining purposes in 1967 commenced immediately following the negotiation of the October, 1966 agreement.

Since the upward spiral of economic conditions was expected to continue in 1967 we decided that the Alberta Bureau of Statistics wage and salary survey conducted in February 1967 would not be adequate. We therefore decided to develop and conduct our own survey for the pay period ending July 30th, 1967. Subsequent to this decision we were informed of other organizations that were also interested in conducting such a survey. Discussions were commenced in this regard and a steering committee was formed consisting of members of the Edmonton Personnel Association, the Alberta Bureau of Statistics, and a member of the Classification and Pay Division.

A number of classes embodied by the Alberta Bureau of Statistics February survey was condensed from 172 to 92 through including only classes which could be concisely defined, which represented significant portions of the labor market, and which were entrance level for easy comparison. Information collected on these classes was not only directly applicable to users of such a survey but also served as a strong indicator of changes throughout the pay market. The number of firms contacted was reduced from 1,100 to 450 while still covering 70% of the employee sample. The quality and quantity of returns was greatly improved by a series of personal visits to participating companies.

OTHER PAY RESEARCH

The visits to other western provincial jurisdictions and federal government officials were continued in 1967, and the methods involved were further refined. This liaison is of paramount importance because of our inability to make precise pay comparisons from classification and pay plans which often contain nebulous and incomplete information. Special wage and salary questionnaires were prepared and sent to each jurisdiction in advance of any personal contact. Information on a large number of classes was collected with special consideration given to problem areas and fringe benefits. This program has proven to be invaluable. During negotiations our knowledge of the other provincial and the federal government classification and pay plans, proved invaluable.

The aspect of more interaction with the other jurisdictions was stressed and will receive future attention, particularly in view of the liaison already existing among the various employee associations.

In the past years information received from the Federal Pay Research Bureau has been of little more than casual interest to us. The time lag between the collection of pay data and the dissemination of formalized

statistical reports was too great for our purposes. This year, rather than await formal reports from Ottawa, we contacted the Bureau by telephone and were able to glean statistics directly from the Bureau's computor, as they were processed. Because of this direct contact, we were able to develop pay recommendations on national labor market classes with considerable confidence.

In the future, we are hopeful of obtaining or writing data processing programs which would parallel those possessed by the Bureau. With such programs we could obtain raw data almost immediately after it was collected and process it ourselves thus eliminating any possible time lag.

SUPERVISORY TRAINING

The Supervisory Training Course was conducted as in the previous year but some modifications were made to reflect the changing emphasis on employee relations and collective bargaining. The services of one full-time training officer permitted time to review the course content and approach, and also allowed much more extensive coverage of supervisors in the public service. Somewhat over three hundred supervisors attended this course during the calendar year, an average of about twenty supervisors per department. In addition to this work, special programs were set up to cover staff training at two of the major mental hospitals Alberta Hospital, Edmonton and Alberta Hospital, Ponoka. These programs extended the course to nearly one hundred more supervisory staff at Ponoka and about fifty at the Alberta Hospital, Edmonton.

A major modification was the extension of this course to centres outside of Edmonton. Several courses were conducted in Calgary, and one in Grande Prairie. Further modifications have been made to allow continuing presentation of this course at many other major centres.

As a follow up of this training, one day seminars were set up to cover areas of special interest to supervisors. This program treats specific topics in much more depth than permitted in the course. Eleven seminars were held, with a total attendance of 237 supervisors, covering such areas as performance evaluation, discipline, interviewing, communication, and decision making. This program should be accelerated over the next year to provide the in-depth treatment of topics most supervisors are requesting.

COURSE SUBSIDIZATION

A system of course subsidization has been developed. The basic purpose of this program is to offer limited financial assistance to employees who take courses that are useful in their work. Extensive use was made of this program by some departments, at the end of the first full year of operation nine departments reported granting assistance to 181 employees. This program formalizes what has been happening for many years, and has provided a basis for consistent and equitable treatment of employees bettering their qualifications through extension studies. This should be promoted vigorously in departments, and should be expanded to include many correspondence offerings. Currently a study is being made of correspondence education in North America to determine what is available and what should qualify for assistance.

EDUCATIONAL LEAVE

The education leave program operating within the service was used extensively by some departments as a continuing education program.

DEPARTMENT	TOTAL NO. EMPLOYEES	EMPLOYEES GRANTED EDUC. LEAVE	MAN-WEEKS GRANTED EDUC. LEAVE	MAN-DAYS GRANTED FOR CONFERENCES, SEMINARS, SHORT COURSES
AGRICULTURE	857	27	439	1770
ATTORNEY GENERAL	1656	2	34	65
EDUCATION	1631	7	472	1186
HEALTH	4315	1	20	136
HIGHWAYS	1121	15	112	646
INDUSTRY & DEVELOPMENT	158	1	17	316
LABOUR	358	0	0	50
LANDS & FORESTS	1057	8	485	1346
LEGISLATION	278	0	0	341
MINES & MINERALS	241	0	0	113
MUNICIPAL AFFAIRS	396	28	49	521
PROVINCIAL SECRETARY	226	1	18	264
PUBLIC WELFARE	982	10	180	2166
PUBLIC WORKS	2034	6	27	52
TREASURY	150	0	0	185
YOUTH	74	0	0	54
TOTAL	15534	106	1853	8945

The use of education leave varied from one man week for every two employees in the Department of Agriculture to departments which made no use of education leave.

This table also shows that time taken for seminars, short courses, and conferences varied from a high of a little over two days per employee in the Department of Public Welfare to 52 days for over two thousand employees in the Department of Public Works.

Overall about one-week of education leave is granted for every ten employees, per year and about one day for every two employees is allowed for attendance at short courses, seminars and conferences.

OTHER COURSES

1967 also saw the completion of the first year of the Public Administration Certificate Program; twenty candidates for certificates enrolled in the program and the first graduates will be in the spring of 1970. The course subsidization policy applies to this program, and in addition time off during working hours is granted, and even encouraged where courses are offered. This program will serve as a continuing program for specialized and professional personnel to get some broad administrative training.

A ten-week in-service training course for technicians was developed and conducted at N.A.I.T. This program was designed as an up-grading course for personnel employed in out-lying geographic districts where no Institute facilities are available. About thirty students completed this course and were returned to the service as Technical Aides or Technical Assistants.

A course in Public Personnel Administration was conducted for senior management at the Alberta Hospital, Edmonton. This group was drawn from all areas and the course attempted to convey the principles and practices of modern personnel administration in an area which has experienced severe personnel problems.

TECHNICAL INSTITUTE BURSARY PROGRAM

In our 1966 report we described the introduction of a program of bursary assistance for students attending the Institutes of Technology at Edmonton and Calgary. This program was designed to augment the supply of technology graduates for positions in the Public Service, and at the same time provide a program of post high school study for students from areas of the Province where advanced educational facilities were limited and employment opportunities for trained personnel were not plentiful. The first

class of students from this program graduated in May and twenty-four of the twenty-seven accepted have now completed the program and have been appointed to full time positions in the Public Service. Response to the program was extremely good and we have had a number of comments from schools in the Province to the effect that the program should be continued. In addition we have been requested to extend the program into such areas as forestry and welfare.

TWO YEAR PROGRAM

(1)	*Number of schools contacted*	83
(2)	*Number of applicants*	307
(3)	*Number offered bursary*	50
(4)	*Number of students accepted*	45
	Number deleted due to entrance requirements	1
(5)	*Number started program July, 1966*	44
(6)	*Number of withdrawals to date, January, 1968*	10
(7)	*Number of students anticipating graduation in May, 1968 (14 Civil, 8 Drafting, 6 Architecture, 4 Land Survey, 2 Refrigeration and Air Conditioning)*	34

ONE YEAR PROGRAM

(1)	*Number of applicants*	47
(2)	*Number of bursaries offered*	29
(3)	*Number of students accepted*	27
(4)	*Number of losses*	3
(5)	*Number appointed to permanent staff (1967)*	24

IN CONCLUSION

In many ways the year under review was a difficult one. Acute shortages of staff made it impossible to secure many of our objectives. It is hoped that replacements in the coming year will alleviate the situation and allow us to concentrate our central personnel resources on the development of necessary programs and extension of existing ones.

A consultant was retained for the last half of the year to advise on existing and proposed functions of the Personnel Administration Office. Before the loss of our O & M Analyst it had been our intention to expand our Organization and Methods Unit. Our plans were to develop this unit into a full Management Advisory Service, but this was not possible since funds were not made available to hire the necessary staff. The consultant has also been advising governmental officials and the Human Resources Development Authority, on a request basis, on problems relating to administrative management.

Many of our major challenges for the future will occur in the field of Employer-Employee relations. This area is undergoing discussion and change at all levels of government, and solutions to many problems will need to be sought before a system appropriate to the particular needs of public employment is designed. Public employees seem determined to secure the same rights to bargain collectively as their counterparts in the private sector yet some basic differences exist and the public interest will only be served by a special approach to such problems as: the resolution of disputes; the definition of appropriate bargaining units; and more effective methods of negotiation. We are fortunate in this province in the excellent relationships that continue to exist between the government and its employees. The Civil Service Association of Alberta is experiencing problems in its efforts to give effective representation to a large and very diversified public service. Special interest groups are seeking self-determination and the Association is making a concerted effort to adjust to the new demands being placed upon it by the membership.

Major emphasis in the years to come must also centre on a full and comprehensive manpower planning and development program. Much research has already been done and the major need is to acquire and train staff to give effect to such a program.

Public services are becoming larger and more complicated and it is necessary to make adjustments to meet new needs and conditions. The old traditional, centralized, control oriented personnel systems so long characteristic of public services are no longer appropriate to meet modern day requirements. The government's policies, programs and services to the public are given practical effect by its employees. Accordingly the objective of the Personnel Administration Office is to meet the staffing needs of the public service by the design and maintenance of a modern and effective program of personnel administration, which will permit a high degree of integration while retaining high and uniform standards.

The activities described in this report were performed under supervision of the following Division Directors:

CLASSIFICATION AND PAY	E. Norman Pickard
TRAINING AND MANAGEMENT DEVELOPMENT	Darrell C. Hockett
ADMINISTRATION AND TRANSACTIONS	Gavin A. Breckenridge
RECRUITMENT AND SELECTION (ACTING)	James L. Engel
EMPLOYEE RELATIONS	Alfred N. Craig
PERSONNEL PLANNING	John R. Ife

I wish to acknowledge the fine contribution to our program made by the above noted senior officers and at the same time acknowledge the excellent support which they have received from the immediate division staff. Due to our staffing problems many hours of overtime were required during 1967. Without this extra effort it would not have been possible to maintain our operations.

AUG 11 1976

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